

FIGURE 1

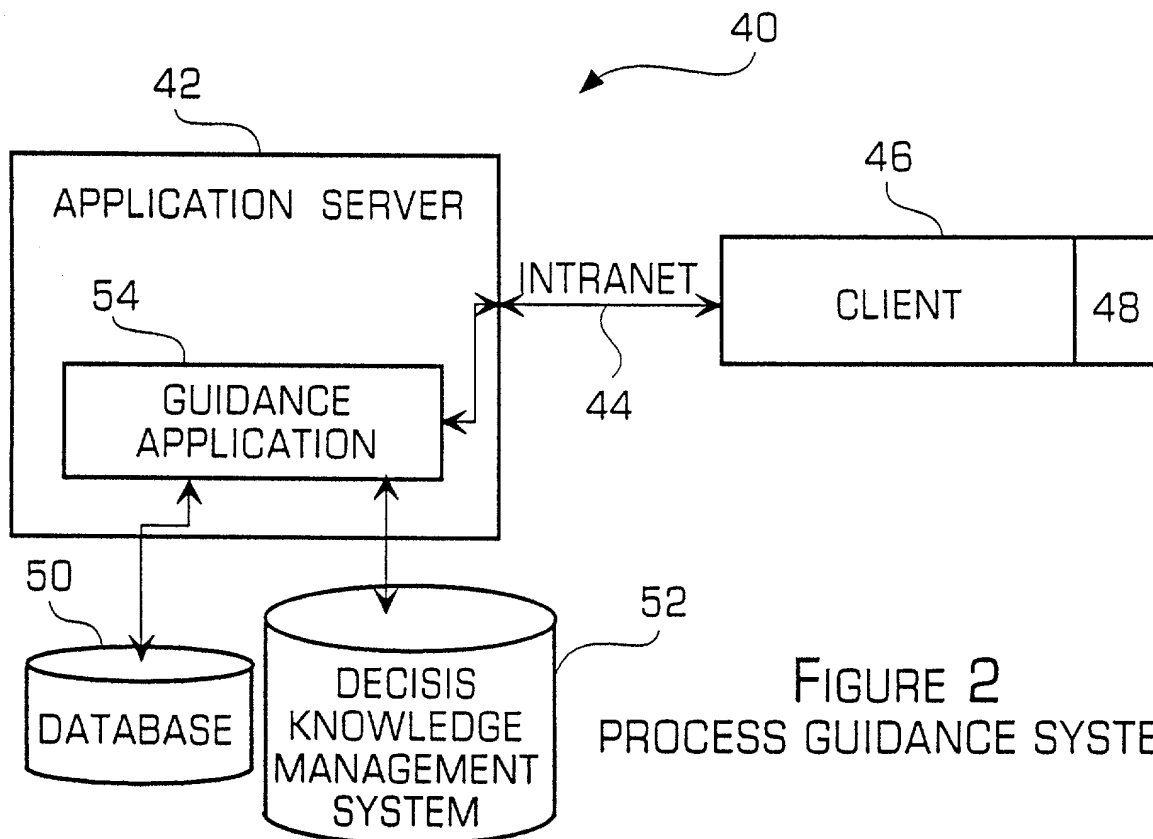
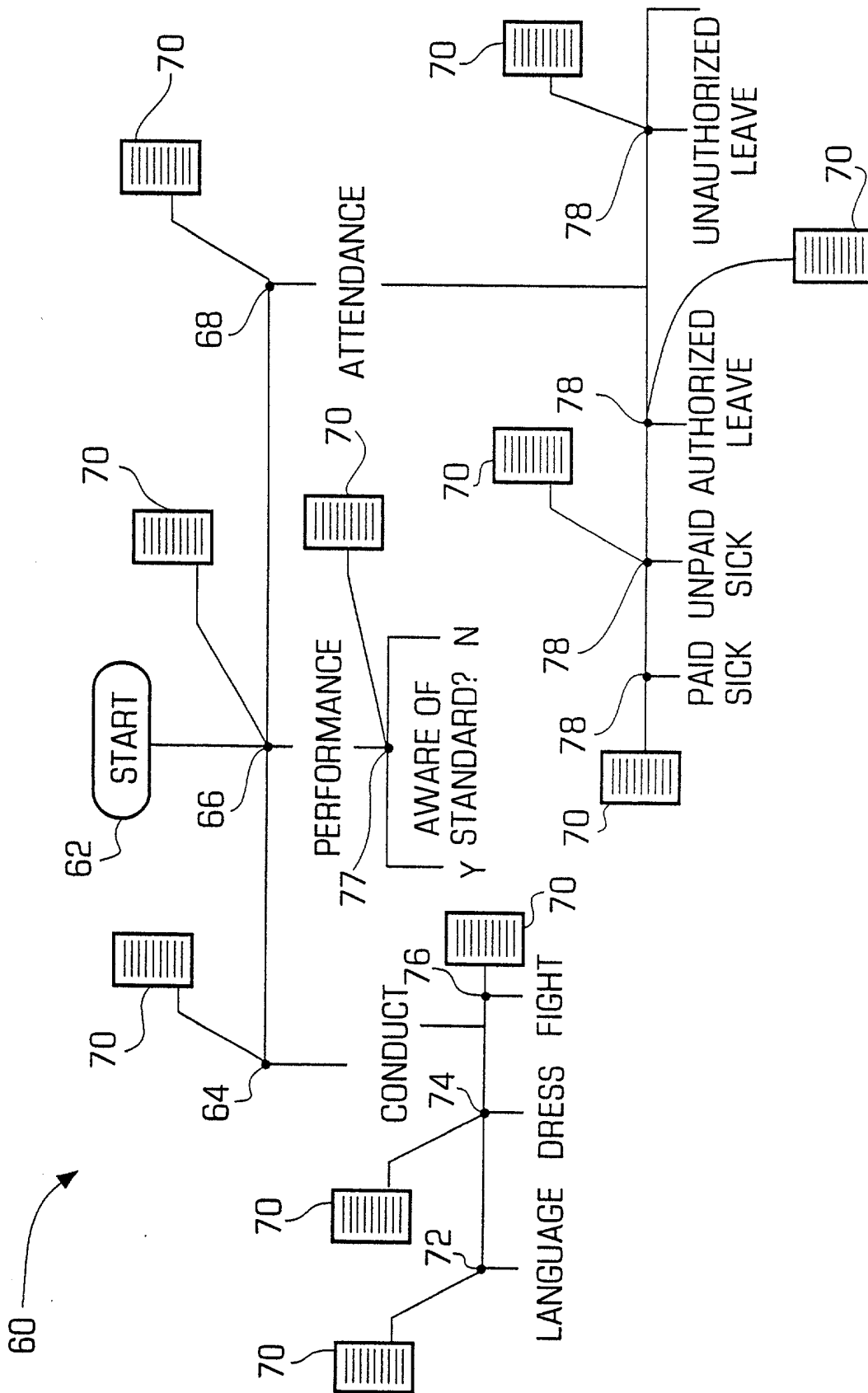


FIGURE 2  
PROCESS GUIDANCE SYSTEM

DATABASE SERVERS



3/19

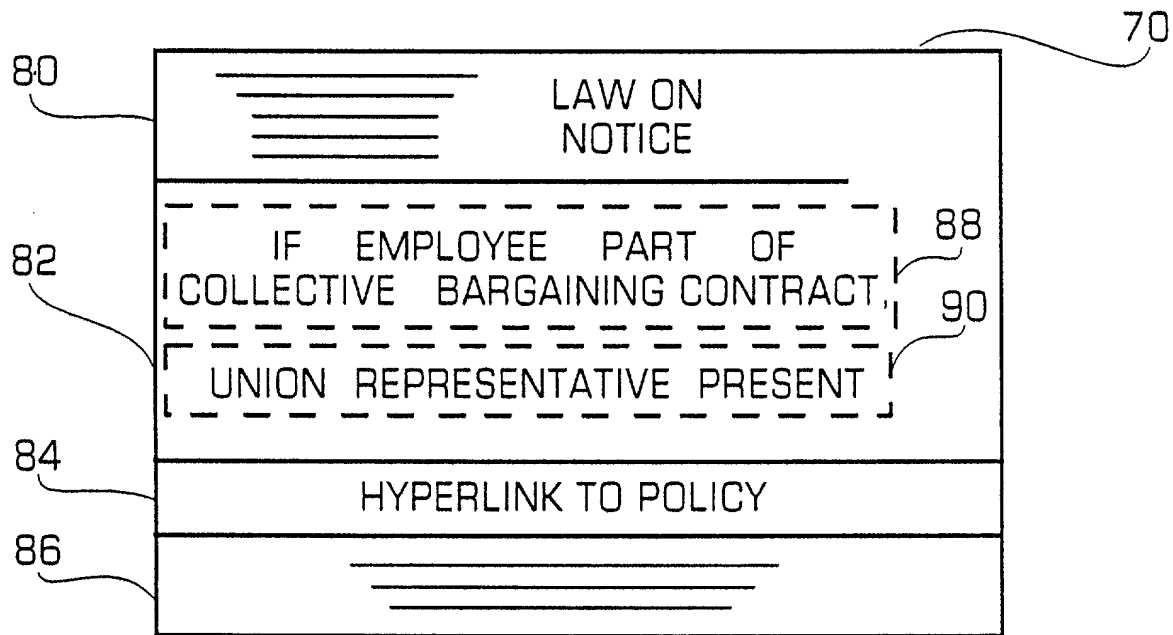


FIGURE 4

FAMILY MEDICAL LEAVE ACT

100

101

102

	>1250	WHO SICK	HOW LONG		
FED LAW				X-NO	
STATE LAW					X-ALLOW
COMPANY POLICY		X-NO			
COLLECTIVE BARGAINING CONTRACT		X			

MOST DISCRIMINATORY → LEAST DISCRIMINATORY

FIGURE 5

4/19

ATTENDANCE MANAGEMENT  
SAMPLE SCREEN #1

120

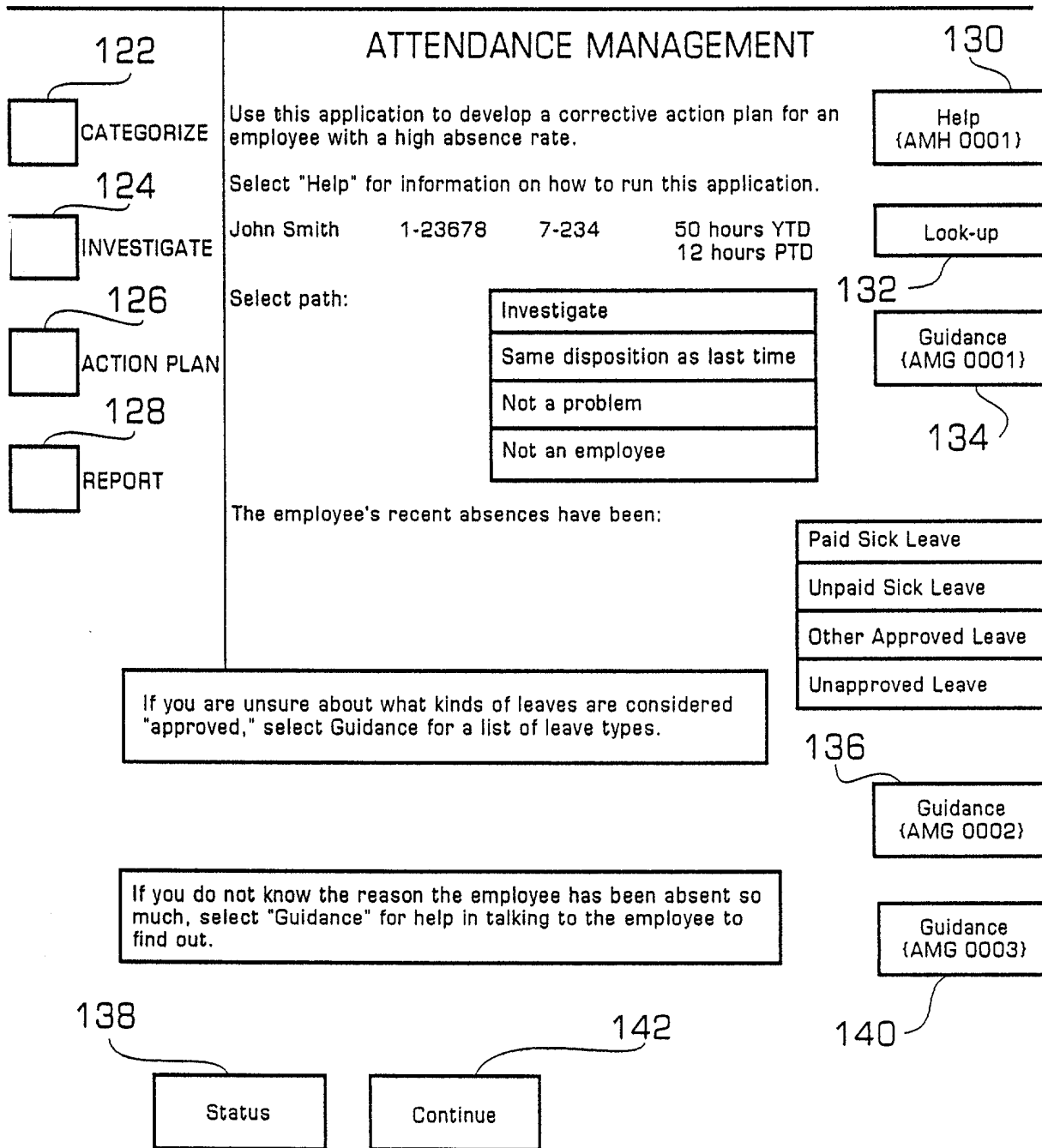
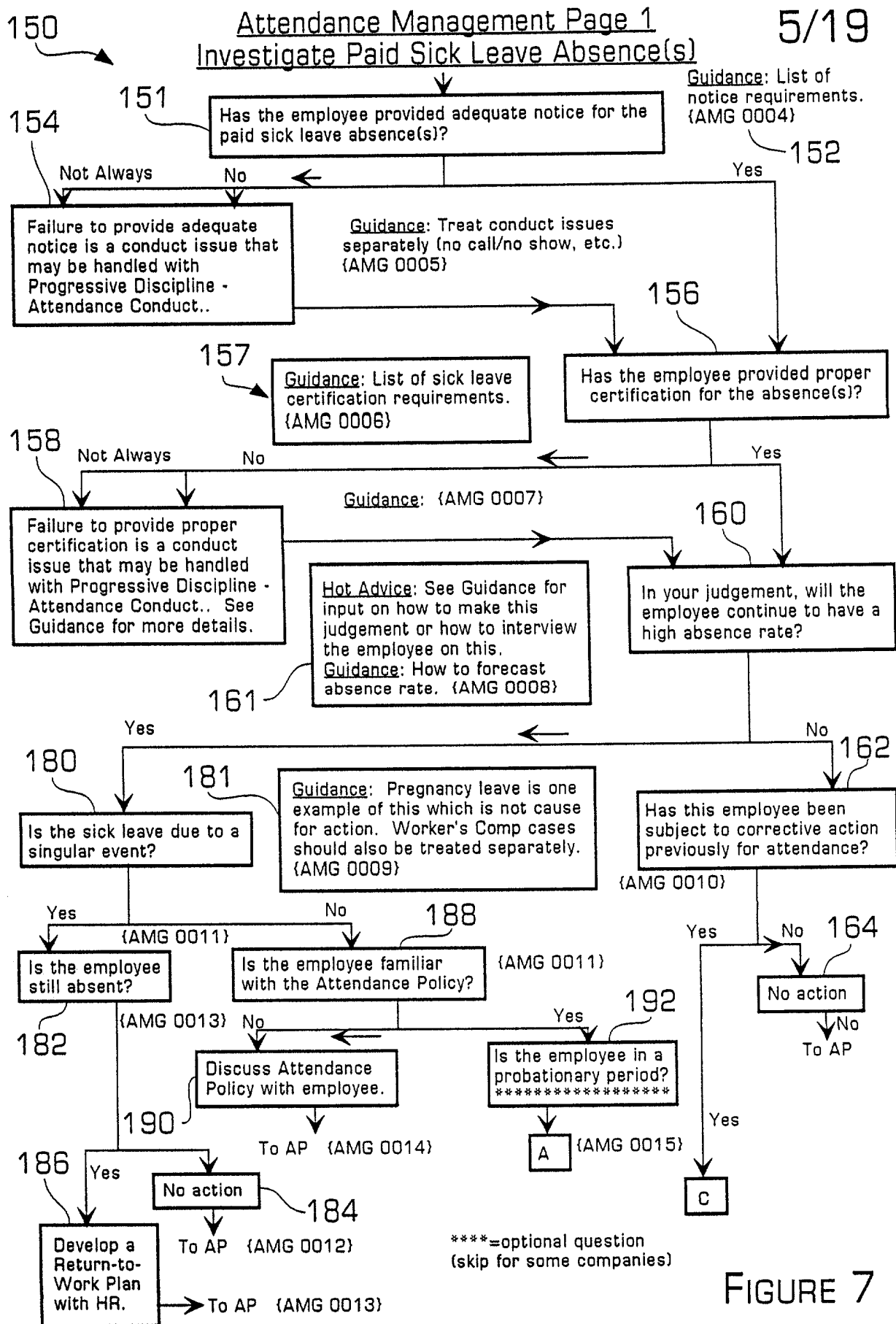


FIGURE 6



**FIGURE 7**

6/19

Page 2.

Attendance Management  
Investigate Paid Sick Leave Absence(s). Cont.

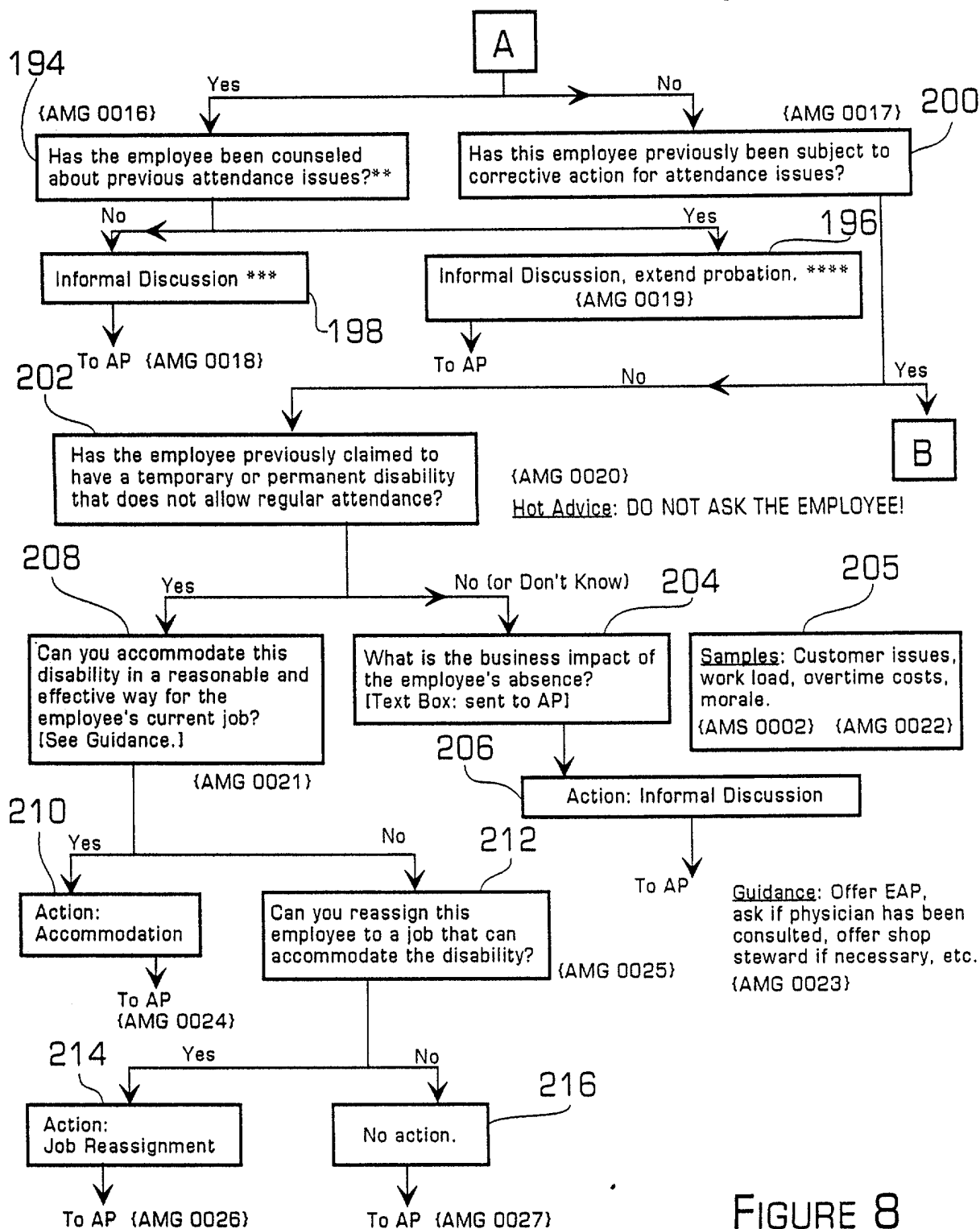


FIGURE 8



8/19

Page 4.

Attendance Management  
Investigate Paid Sick Leave Absence(s). Cont.

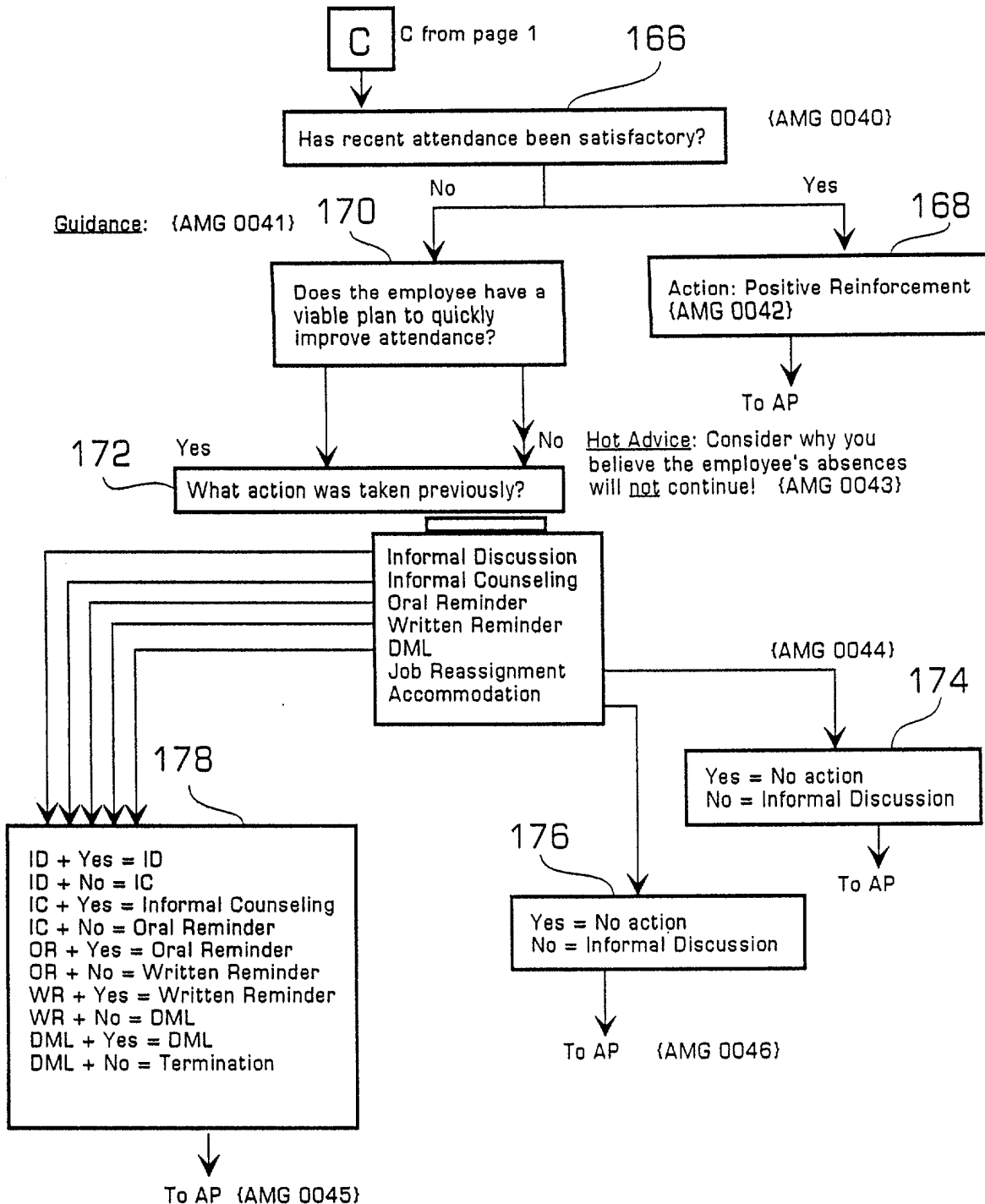


FIGURE 10



9/19

550

## ATTENDANCE MANAGEMENT

### ACTION PLAN

From "AP" arrows in Investigate Task

552

The Disposition at present is: [Show current disposition].  
Do you want to override this? (Select "Guidance" to  
evaluate plan.)

{AMG 0064}

Yes

No

554

Describe how you want to disposition  
this case: [Text Box]

{AMG 0065}

556

Select "Continue" to  
review Disposition  
Report, and then SAVE it  
locally on your machine.

{AMG 0066}

558

If you have more flagged  
employees to handle, start  
again at the Manager's  
Desktop.

Status

Continue

FIGURE 11

10/19

600

ATTENDANCE MANAGEMENT  
Examples of Disposition Reports  
[Separate report for each flagged employee]

**Disposition Report**  
**10/14/97**

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>
Jane Doe	2-55456	7-234	240 hrs YTD 160 hrs PTD	Not a problem

602

**Disposition Report**  
**10/14/97**

Fred Klutz	1-33900	7-223	45 hrs YTD 40 hrs PTD	Not my employee
------------	---------	-------	--------------------------	-----------------

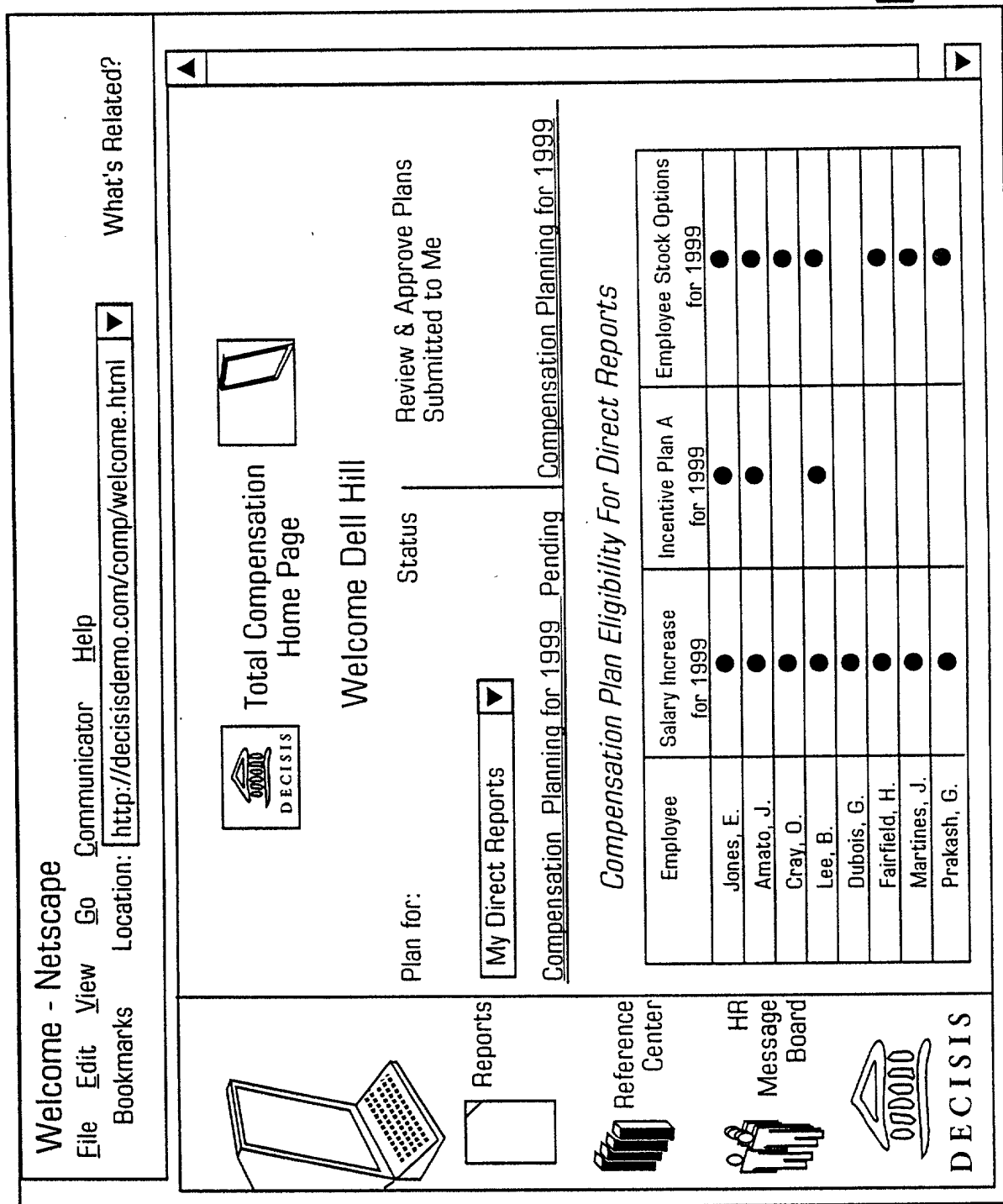
604

**Disposition Report**  
**10/14/97**

John Smith	1-23678	7-234	50 hrs YTD 12 hrs PTD	Primarily excused absence Proper notice Proper certification Absence will continue Not a singular event Familiar with Attendance Policy Not a probationary employee No prior action No Disability Business impact: "Morale of group is affected, customers dissatisfied." Action Plan: Informal Counseling Override: "I do not plan to take any action."
------------	---------	-------	--------------------------	--

606

FIGURE 12



## COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees
2. Plan Employee Salary
3. Plan Employee Bonus
4. Plan Employee Stock
5. Review & Adjust

Enter employee's new performance rating:

Employee	Prev. Perf. Rating	New Perf. Rating
Jones, E.	Excellent	Excellent
Martines, J.	Excellent	Exceeds
Lee, B.	Excellent	Exceeds
Dubois, G.	Exceeds	Exceeds
Cray, O.	Exceeds	Exceeds
Amato, J.	Exceeds	Exceeds
Prakash, G.	Exceeds	Meets
Johnson, A.	Meets	Meets

### Supporting Data and Analytics

**Current Distribution**

Excellent: 10%  
 Exceeds: 50%  
 Meets: 30%  
 Below: 10%  
 Unacceptable: 0%

**Recommended Distribution**

Excellent: 10%  
 Exceeds: 25%  
 Meets: 45%  
 Below: 17%  
 Unacceptable: 3%

Currency: \$(US) View Budget: Merit

Total: 30,720.00 Allocated: 43,375.00 Remaining: -12,655.00

662

664

666

670

678

679

672

674

676

FIGURE 15

COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees

2. Plan Employee Salary

3. Plan Employee Bonus

4. Plan Employee Stock

5. Review & Adjust

Enter employee's salary increase(s) as a dollar amount or percent of base salary. For promotions enter new job code and effective date:

Current Salary: \$50,000.00

Incr. %

6%

or

Incr. \$

\$2,760.00

\$2,760.00

Adjustment:

\$0

or

Promotion:

\$0

or

Total Increase:

\$2,760.00

New Salary:

\$52,760.00

New Job Code

Date

Exceptions:

! Below Job Minimum

! Hi Performer Low salary

Notes:

Prev

Next

Jones, E.

Supporting Data and Analytics - Jones, E.

Job Max

Market Reference

Job Min

Promotion

Merit

Current Salary

100000

90000

80000

70000

60000

50000

40000

Salary

Suggested Increase: \$2,760.00 - \$4140.00

New Perf. Rating: Exceeds

Excellent	8-18%	8-14%	8-12%	8-10%
Exceeds	6-10%	6-9%	6-8%	6-7%
Meets	4-6%	4-5%	4-5%	4-4%
Below	2-4%	2-3%	2-3%	2-2%
Unacceptable	0-1%	0-0%	0-0%	0-0%

Apply Suggested Increase

Perf. Rating Distribution

Employee Detail

Group Comparison

Range Pos. by Perf. Rating

Currency: \$(US)

View Budget: Merit

Total: 30,720.00

Allocated: 43,375.00

Remaining: -12,655.00

FIGURE 16

COMPENSATION PLANNING - EMPLOYEE STOCK FOR 1999

File Edit Tools Windows Help

1. Rate Employees

2. Plan Employee Salary

3. Plan Employee Bonus

4. Plan Employee Stock

5. Review & Adjust

**Enter employee's stock grant:**

Number of Shares	Recent Price	Grant Value
850	\$12	\$10,200.00

Jones, E.

Prev
Next

**Exceptions:**

! Grant exceeds guidelines

**Notes:**

**Supporting Data and Analytics - Jones, E.**

**Suggested Stock Grant**

Grade	Suggested Number of Shares
9	800-900
8	700-800
7	600-700
6	500-600
5	400-500

Employee Detail

Group Comparison

Units: Shares

View Budget:

Stock

Total: 5,000

Allocated: 5,500

Remaining: -500

690

678

679

672

674

676

16/19

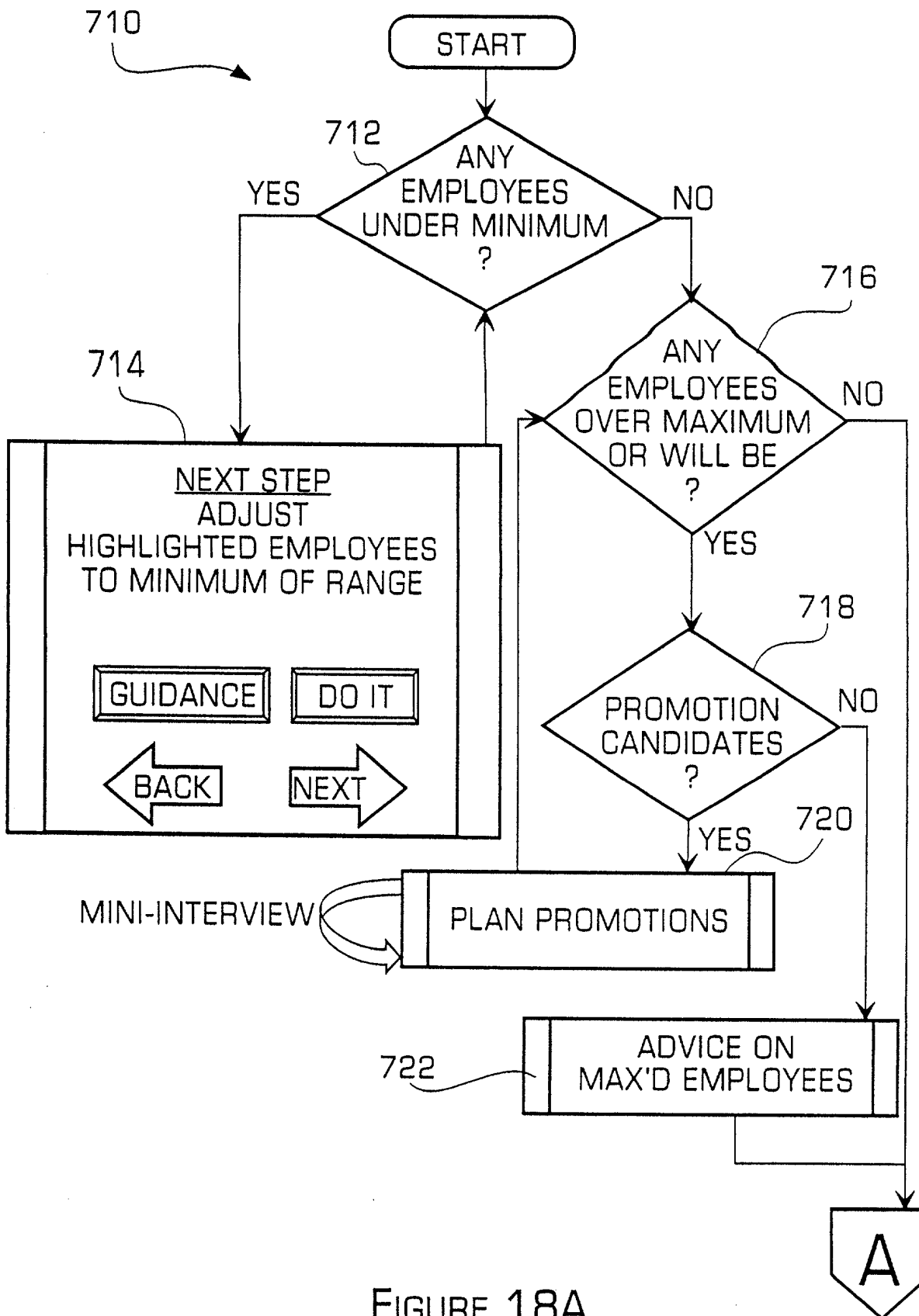
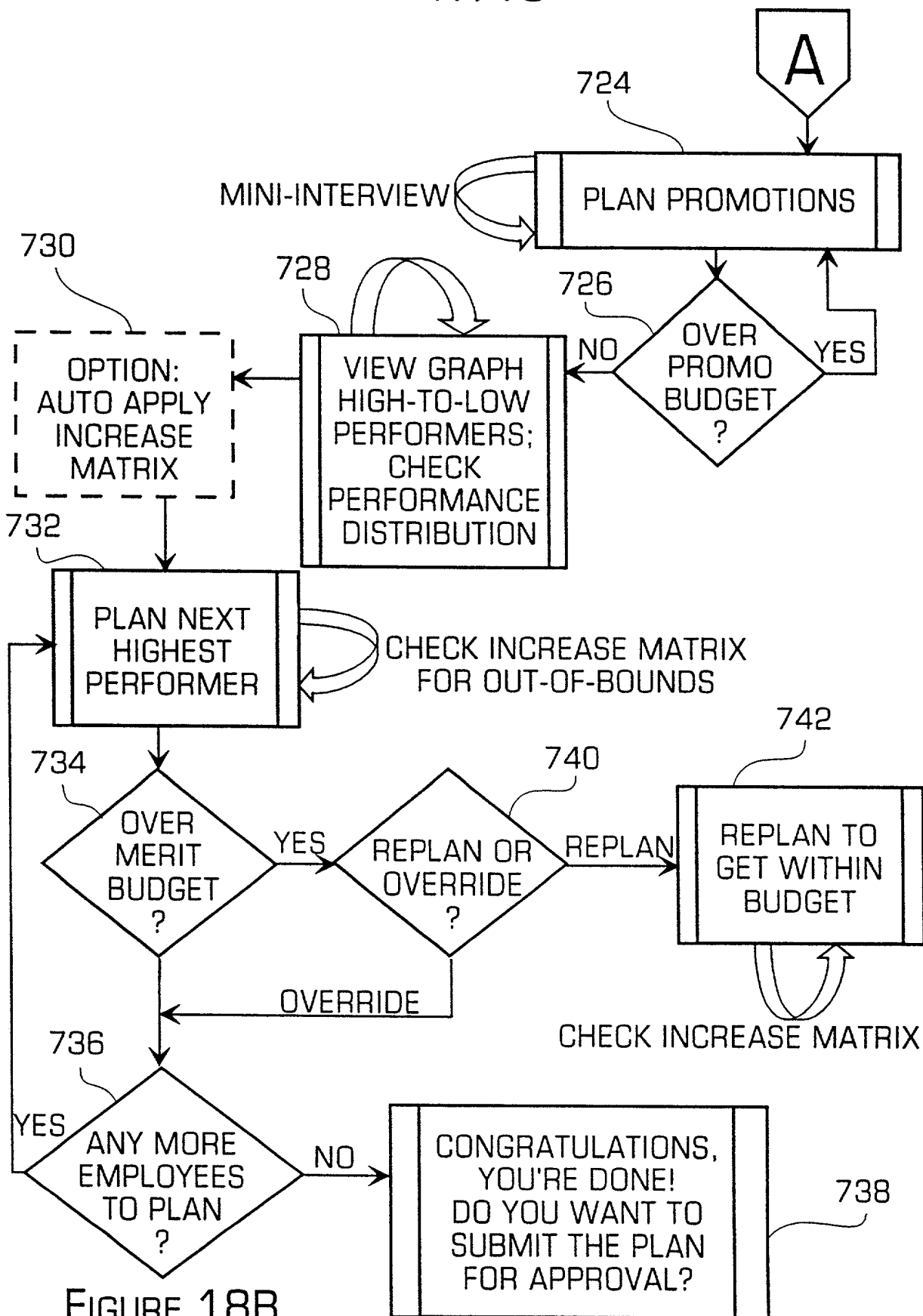


FIGURE 18A





### GUIDANCE FOR STACK RANKING OPTION

"Stack ranking" is defined as a 1 - n ranking of employees based on their performance against their job description. It is not meant to be a ranking of their value to the company (that kind of ranking is sometimes called a "reverse layoff" list). Thus a junior engineer could be ranked higher than a senior engineer simply by virtue of doing his/her job better. Junior level employees who are ranked very high in their grade are often candidates for promotion to the next level in that job family (i.e., it is time to make their job more difficult). This usually results in them having a lower stack ranking and a lower performance rating in the next planning session.

If you have employees in different salary ranges or grades, then you can first do the ranking within each grade. Then in order to merge the ranking into one overall list for your group, use the technique illustrated by this example:

**E10 Employees:**

1. Karen Feiding
2. Fred Klutz
3. Joe Smith
4. Irving Fazola
5. Jane Doe

**E09 Employees:**

1. Sam Spade
2. George Gap
3. Susie Emblem
4. Roberto Cruz

**E08 Employees:**

1. Fannie Farmer
2. Jim Keiper
3. Allan Jones
4. Anna Storm
5. Evan White
6. Bill Baker
7. Lavon Larue

To start the merge process on these lists, you choose which employee is the number one overall employee in how well they do their job. Obviously, the only candidates for this honor are the three employees who rank at the top of their respective grade ranking. In this case, the candidates for #1 overall are Karen Feiding, Sam Spade, and Fannie Farmer. So let's say you pick Fannie Farmer as the best at their job of those three. That puts Fannie on top of the overall stack ranking list. Then you pick the employee who ranks second overall. The candidates are Karen, Sam, and Jim Keiper because Fannie is already placed. Continue in this manner until you have a total merged list from 1 - n.

800

19/19

FIGURE 20

